| FAC-P/PM CROSSWALK<br>FULFILLMENT OF REQUIRED COMPETENCIES THROUGH EXPERIENCE, PROFESSIONAL CERTIFICATION, AND/OR TRAINING | | |
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| **FAC P/PM Required Competencies** | **Fulfillment via Professional Certification** | **Fulfillment Options via Training***<br><br>*(Applicants may substitute similar courses from training providers other than those listed below.)* |
| **ENTRY-LEVEL/APPRENTICE** | | |
| **Acquisition**: A solid understanding in the concepts of basic acquisition, enabling the individual to:<br>▪ Explain the requirements development process;<br>▪ Define concept selection;<br>▪ Recognize technology development process;<br>▪ Perform a business strategy for market research (FAR Parts 10 and 12) to include socio-economic considerations. | None | A minimum of 24 hours of coursework in basic acquisition covering the competencies listed, or completion of <u>one</u> of the following courses or equivalent.<br><br>ESI<br>▪ Source Selection: The Best Value Process (40 hours)<br>▪ COTR Management of IT Service Contracts (24 hours)<br>▪ COTR Training (40 hours)<br><br>DAU (Defense Acquisition University)<br>▪ CON 110 – *Online* (40 hours) |
| **Project Management:** An understanding of the tools, processes and concepts of basic project management that enable the individual to:<br>▪ Prepare project components to the task level in preparation for developing the Work Breakdown Structure (WBS)<br>▪ Define requirements in terms of performance-based outcomes, where appropriate;<br>▪ Recognize role of an estimate in Total Ownership Cost (TOC)/Life Cycle Cost process;<br>▪ Recognize the risk and opportunity management process;<br>▪ Recognize systems life cycle management concepts used for information systems;<br>▪ Recognize the need for a comprehensive Test and Evaluation (T&E) program;<br>▪ Recognize the need to implement alternative logistics support. | ▪ CAPM Certification<br><br><u>OR</u><br><br>▪ PMP Certification<br><br><u>OR</u><br><br>▪ Master's Certificate in Project Management | A minimum of 24 hours of coursework in basic project management covering the competencies listed, or completion of the <u>all</u> of the following coursework or equivalent.<br><br>ESI<br>▪ Managing Projects, <u>OR</u> Managing IT Projects (24 hours)<br>▪ Scheduling and Cost Control (40 hours)<br>▪ Risk Management OR IT Risk Management (24 hours)<br><br><u>OR</u><br><br>Skillsoft<br>A minimum of 24 cumulative hours of online project management training, which <u>must</u> include:<br>▪ Elements of Project Time Management,<br>▪ Project Scheduling,<br>▪ Planning Project Scope,<br>▪ Controlling Project Scope,<br>▪ Project Lifecycles and Stakeholders<br>▪ Planning and Identifying Project Risk |

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| **Leadership:** Experience and knowledge of how to employ effective leadership and interpersonal skills to include:<br>▪ Effective oral and written communications<br>▪ Understanding of the functions of membership in a working group or project oriented team<br>▪ Customer service<br>▪ Conflict management<br>▪ Accountability | ▪ CAPM Certification<br><br>OR<br><br>▪ PMP Certification<br><br>OR<br><br>▪ Master's Certificate in Project Management | A minimum of 16 hours of coursework in employing effective leadership and interpersonal skills and covering the competencies listed, or completion of <u>one</u> of the following courses or equivalent.<br><br>ESI<br>▪ Project Leadership, Management and Communications (24 hours)<br>▪ Leading Project Managers (16 hours)<br><br>OR<br><br>Skillsoft<br>A minimum of 16 cumulative hours of online leadership training, which must include:<br>▪ Communication Skills for Leadership<br>▪ Mechanics of Effective Communication<br>▪ Perspectives on Conflict, <u>OR</u> Handling Conflict with Others, OR Managing Conflict in the Organization |
| **Government-Specific:** Knowledge of government-specific contract and project management regulations and best practices that prepares the individual to:<br>▪ Become aware of a process by which the efforts of all acquisition personnel are integrated through a comprehensive plan;<br>▪ Recognize a need for the Project/Program Manager to participate in pre-award actions required by acquisition planning (FAR Part 7.1);<br>▪ Recognize the need for a comprehensive program specification and requirements statement that fully and correctly define the program;<br>▪ Recognize the need to formulate a source selection plan that allows for best value selection from competitive solicitations<br>▪ Recognize the need to support contract administrative actions<br>▪ Recognize the need for establishment of a negotiated baseline of performance<br>▪ Recognize the need to oversee application of Total Life Cycle Systems Management (TLCSM);<br>▪ Discuss Management's Responsibility for Internal Control (OMB Circular A-123) and Capital Asset Planning (OMB exhibit 300). | None | A minimum of 24 hours of coursework that is government-specific and covers the competencies listed, or completion of <u>one</u> of the following courses or equivalent.<br><br>ESI<br>▪ Source Selection: The Best Value Process (40 hours)<br>▪ COTR Management of IT Service Contracts (24 hours)<br>▪ COTR Training (40 hours)<br><br>OR<br><br>Skillsoft<br>A minimum of 24 hours of online government-specific training, which must include:<br>▪ Federal Government Industry Overview<br>▪ Continuous Performance Assessment<br>▪ Introduction to Internal Auditing<br>▪ Managing for Asset Control |

| **Earned Value Management and Cost Estimates:** A understanding of the concepts, tools, and processes in Earned Value Management (EVM) and preparing cost estimates that enable the individual to:<br>• Recognize EVM policies, methodologies, and software for performance measurement of programs;<br>• Identify management techniques;<br>• Recognize the need for an Integrated Baseline Review process;<br>• Recognize allocation of funds within appropriation categories and use of funds from each appropriation;<br>• Identify the information system for financial management reporting;<br>• Be knowledgeable of a cost estimating processes, methods, techniques, analytical principles, data, confidence bands, specialized costing, application of OMB A-94, *Guidelines and Discount Rates for Benefit-Cost Analysis of Federal Programs*, and management applications. | • PMP Certification<br><br>OR<br><br>• Master's Certificate in Project Management | A minimum of 24 hours in Earned Value Management (EVM) and cost estimates training, or completion of <u>one</u> of the following courses or equivalent.<br><br>ESI<br>• Applied Earned Value Management (24 hours)<br>• Scheduling and Cost Control (40 hours) |

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| **FULFILLMENT OF REQUIRED COMPETENCIES THROUGH EXPERIENCE, PROFESSIONAL CERTIFICATION, AND/OR TRAINING** | | |
| **FAC P/PM Required Competencies** | **Fulfillment via Professional Certification** | **Fulfillment Options via Training\*** *(Applicants may substitute similar courses from training providers other than those listed below.)* |
| **MID-LEVEL/JOURNEYMEN** | | |
| **Acquisition:** Knowledge of the concepts and best practices involved in acquisition and contract management enabling the individual to: <br> ▪ Explain the requirements development process; <br> ▪ Define concept selection; <br> ▪ Recognize technology development process; <br> ▪ Perform a business strategy for market research (FAR Parts 10 and 12) to include socio-economic considerations. | None | A minimum of 24 hours of coursework in intermediate acquisition that cover the competencies contained in appendix A, or completion of <u>one</u> of the following courses or equivalent. <br><br> ESI <br> ▪ Advanced Source Selection (32 hours) <br> ▪ Managing Performance-Based Service Awards (24 hours) <br> ▪ COTR Training Program (40 hours) <br> ▪ COTR Management of IT Service Contracts (24 hours) <br><br> DAU (Defense Acquisition University) <br> ▪ CON 110 – *Online* (40 hours) |
| **Project Management:** An understanding of the tools, processes and concepts of intermediate project management that enables an individual to: <br> ▪ Develop and document an integrated master schedule; <br> ▪ Assist in the development of an estimate of Total Ownership Cost (TOC); <br> ▪ Clearly define requirements to meet needs including, where appropriate, performance-based outcomes and setting performance standards; <br> ▪ Formulate the key features of a risk/opportunity management process; <br> ▪ Establish a requirements development process that provides traceability back to user-defined capabilities; <br> ▪ Formulate the key features of the T&E program, including modeling and simulation; <br> ▪ Develop a life-cycle plan for delivering, maintaining, and retiring a product that includes supply chain considerations. | ▪ PMP Certification <br><br> <u>OR</u> <br><br> ▪ Master's Certificate in Project Management | A minimum of 24 hours of coursework in intermediate project management that or completion of <u>all</u> of the following coursework or equivalent. <br><br> ESI <br> ▪ Managing Projects, <u>OR</u> Managing IT Projects (24 hours) <br> ▪ Scheduling and Cost Control (40 hours) <br> ▪ Risk Management, <u>OR</u> IT Risk Management (24 hours) <br> ▪ How to Gather and Document User Requirements (32 hours) <br><br> <u>OR</u> <br><br> Skillsoft <br> A minimum of 24 cumulative hours of online project management training, which must include: <br> ▪ Elements of Project Time Management, <br> ▪ Project Scheduling, <br> ▪ Planning Project Scope, <br> ▪ Controlling Project Scope, <br> ▪ Project Lifecycles and Stakeholders, <br> ▪ Planning and Identifying Project Risk, |

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| **Leadership:** Knowledge of techniques, and experience employing effective leadership and interpersonal skills to include:<br>▪ Partnering;<br>▪ Entrepreneurship;<br>▪ Strategic Thinking;<br>▪ Team Building/IPT;<br>▪ Conflict Management;<br>▪ Creativity/Innovation;<br>▪ Leveraging Diversity. | ▪ PMP Certification<br><br>OR<br><br>▪ Master's Certificate in Project Management | A minimum of 16 hours of coursework in employing correct and effective leadership and interpersonal skills or completion of <u>one</u> of the following courses or equivalent.<br><br>ESI<br>▪ Project Leadership, Management & Communications (24 hours)<br>▪ Program Management (24 hours)<br>▪ Leading Project Managers (16 hours)<br><br>Skillsoft<br>A minimum of 16 hours of online coursework that match the "Leadership" competencies described for Mid-Level/Journeyman (left). |
| **Government-Specific:** Knowledge of government-specific contract and project management regulations and best practices that prepares the individual to:<br>▪ Develop an overall strategy for managing the acquisition, coordination, and development of the acquisition strategy to include socioeconomic considerations;<br>▪ Identify key features in terms of pre-award actions required by acquisition planning (FAR Subpart 7.1);<br>▪ Formulate the key features of a comprehensive program specification and requirements statement;<br>▪ Identify and develop source selection criteria, including risk analysis method (FAR Part 15.3);<br>▪ Identify and track contract performance and administrative actions;<br>▪ Conduct financial planning and execution reviews;<br>▪ Build program and project plans in accordance with Management's Responsibility for Internal Control (OMB Circular A-123) and Capital Asset Planning (OMB exhibit 300).<br>▪ Use strategic sourcing when building and finalizing requirements across the program. | None | A minimum of 24 hours of coursework that is government-specific and covers the competencies listed, or completion of <u>one</u> of the following courses or equivalent:<br><br>ESI<br>▪ CPIC and the Exhibit 300 (24 hours)<br>▪ COTR Management of IT Service Contracts (24 hours)<br>▪ COTR Training (40 hours)<br>▪ Source Selection: The Best Value Process (40 hours)<br>▪ Advanced Source Selection (32 hours)<br><br>FAI<br>▪ Government-Specific Capstone Course (40 hours) |
| **Earned Value Management and Cost Estimates:** Understanding of the concepts, tools, and processes in Earned Value Management (EVM) and in preparing cost estimates that enables the individual to:<br>▪ Identify the information system for financial management reporting;<br>▪ Conduct EVM analysis and implementing changes based on analysis;<br>▪ Analyze resource needs for management, including planning for an EVM program linked to risk;<br>▪ Apply business process re-engineering methods for continuous improvement. | None | A minimum of 24 hours in EVM and cost estimates, or completion of the following course or equivalent.<br><br>ESI<br>▪ Applied Earned Value Management (24 hours) |

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| **FAC P/PM Required Competencies** | **Fulfillment via Professional Certification** | **Fulfillment Options via Training***<br><br>*(Applicants may substitute similar courses from training providers other than those listed below.)* |
| **SENIOR/EXPERT** | | |
| **Acquisition:** Knowledge of the concepts and best practices involved in acquisition and contract management enabling the individual to that prepares the individual to:<br>▪ Manage a departmental/agency effort;<br>▪ Direct the development of concepts, requirements, and project documents related to the program;<br>▪ Manage the preparation of a program's acquisition strategy;<br>▪ Maximize the use of performance-based acquisition principles;<br>▪ Manage team activities in appropriate market research and acquisition of commercial items in accordance with FAR Parts 10 and 12;<br>▪ Direct requirements baselining, change processes, and resourcing. | None | A minimum of 24 hours of learning in advanced acquisition management, or completion of <u>one</u> of the following courses or equivalent.<br><br>ESI<br>▪ Advanced Source Selection (32 hours)<br>▪ Managing Performance-Based Service Awards (24 hours)<br>▪ COTR Training Program (40 hours)<br>▪ COTR Management of IT Service Contracts (24 hours) |
| **Program/Project Management:** Understanding of the tools, processes and concepts of advanced project and program management providing skills in:<br>▪ Coordinating an integrated master plan for life-cycle management and support ;<br>▪ Interpreting and overseeing application of department/agency financial policies and directives as it relates to program and resource management;<br>▪ Directing and monitoring risk management processes and making adjustments as necessary;<br>▪ Overseeing a comprehensive test and evaluation program;<br>▪ Examining and implementing innovative, alternative logistics support practices;<br>▪ Ensuring adequate staffing and resources across the program lifecycle | ▪ PMP Certification<br><br><u>OR</u><br><br>▪ Master's Certificate in Project Management | A minimum of 24 hours of instruction in advanced program management, or completion of <u>all</u> of the following courses or equivalent.<br><br>ESI<br>▪ Managing Projects <u>OR</u> Managing IT Projects (24 hours)<br>▪ Scheduling and Cost Control (40 hours)<br>▪ Risk Management <u>OR</u> IT Risk Management (24 hours)<br>▪ Requirements Management: A Key to Project Success (24 hours), <u>OR</u> How to Gather and Document User Requirements (32 hours)<br>▪ Program Management (24 hours) |
| **Leadership**: Knowledge of techniques, and experience employing effective leadership and interpersonal skills to include:<br>▪ Delivering effective presentations to senior level audiences through practice and instruction;<br>▪ Building and directing high-powered teams;<br>▪ Creating a culture of development and accountability;<br>▪ Communicating a compelling vision that generates excitement, enthusiasm, and commitment among team members. | ▪ PMP Certification<br><br><u>OR</u><br><br>▪ Master's Certificate in Project Management | A minimum of 16 hours of coursework in employing correct and effective leadership and interpersonal skills, or completion of <u>one</u> of the following courses or equivalent.<br><br>ESI<br>▪ Project Leadership, Management & Communications (24 hours)<br>▪ Leading Project Managers (16 hours) |

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| **Government-Specific:** Knowledge of government-specific contract and project management regulations and best practices that prepares the individual to:<br>and prepares the individual to:<br>▪ Work with a warranted contracting officer and develop the overall strategy for managing the acquisition;<br>▪ Participate in pre-award actions required by acquisition planning (FAR Part 7.1)<br>▪ Apply appropriate principles of OMB Circular A-123, *Management's Responsibility for Internal Control*;<br>▪ Direct completion of successful Capital Asset Plan (OMB exhibit 300);<br>▪ Employ strategic planning and resource management in the federal environment (budget cycle, paperwork, and congressional considerations);<br>▪ Apply principles of contract and fiscal laws and regulations (anti-deficiency, procurement integrity, and specific purpose statues) as they pertain to development of program funding, contracts, and strategies;<br>▪ Manage program in accordance with the agency's and OMB's planning, programming, and budgeting process, as appropriate. | None | A minimum of 24 hours of coursework that is government-specific and covers the competencies listed, or completion of <u>one</u> of the following courses or equivalent:<br><br>ESI<br>▪ CPIC and the Exhibit 300 (24 hours)<br><br>FAI<br>▪ Government-Specific Capstone (40 hours) |
| **Earned Value Management and Cost Estimates:** Understanding of the concepts, tools, and processes in Earned Value Management (EVM) and in preparing cost estimates that enables the individual to:<br>▪ Direct and manage EVM implementation across the program spectrum;<br>▪ Use advance project management skills with extensive EVM capabilities. | None | A minimum of 24 hours in EVM and cost estimates, or completion of the following course or equivalent.<br><br>ESI<br>▪ Applied Earned Value Management (24 hours) |